

Exhibit 21

SUMMARY

Overall, we did not find evidence that the complainant had significantly more work experience at the time she was hired than her male peers hired within a year of her hire date (3/13/2017).

vs. L8 Hires: While she was the only female hired into the 5560 job code within 2 years of her hire date, there were 11 males hired into the same job code in the same period. She falls slightly to the left of center with about 1.5 years less experience than the median for all males hired into the 5560 job code. At the time of her hire, the complainant had slightly more experience than 45% (N = 5) of the men who were hired into the same job code within a year of her hire date, and less experience than the remaining 55% (N = 6). When it comes to highest level of education achieved, 7 of the 11 males hired into the 5560 job code had at least one Master's Degree; 4 of those 7 had PhDs. The complainant also has a Master's degree.

vs. L9 Hires: The complainant also has less experience at hire than 4 of 5 L9 hires into the same job family (job code: 5578). Of the 5 male L9 hires into the 5578 within 2 years of the complainant's hire date, 4 of the 5 have at least 23 years of experience, or at least 20% more experience than the complainant. 1 Male was hired into an L9 role with 18.9 years of experience, about the same as - or 0.2 years less than - the complainant.

Stuart Breslows, called out by the complainant, was hired into a different job family than the complainant (5552) in July 2018, more than 15 months after the complainant was hired. Based on his hiring packet, he had more than 36 years of experience when he was hired into the L9 role at Google. Because he was the only employee in the analysis hired into the 5552 job code, he was excluded from the analysis below.

Data Overview: For this analysis, we used the PeopleView.PersonHistoryDetailwithDemographics table, and initially pulled all employees hired between 3/13/2016 and 3/13/2018 (the complainant began her role on 3/13/2017) into an L8 or L9 role within the "TECHNICAL_SOLUTIONS_CONSULTANT" job family. We also included all employees contained in the previous analysis (see "From Other Trix" tab), and Stuart Breslows, who was called out by the complainant specifically. The results yielded 20 employees, of which only 1 was female

Overview of Level at Hire by Gender for "Technical Solutions Consultant" L8s and L9s

Gender	Level	Number of Hires	Median Years of Experience	Average Years of Experience	Max Years of Experience	Min Years of Experience
MALE	8	0	#NUM!	#DIV/0!	0.0	0.0
FEMALE		0	#NUM!	#DIV/0!	0.0	0.0
MALE	9	0	#NUM!	#DIV/0!	0.0	0.0

id	user_name	level	gender	experience_at_hi	job_title	job_code	data_start	data_end	hire_date	manager	education	notes
REDACTED - PR	ghohpe	#N/A	8 MALE	22.6	Principal Technic	5560	2017-10-23	2017-10-26	2017-10-23	REDACTED - PR	MS Eng, MS Comp Sci, MS Comp Sci (3 MS Degrees)	Strong rec from Will Grannis to hire at L8
REDACTED - PR	jesseb	Employee	8 MALE	22.4	Principal Technic	5560	2018-04-30	2018-07-21	2018-04-30	REDACTED - PR	High School Diploma, did not complete Bachelor's	
REDACTED - PR	scottpenberthy	Employee	8 MALE	31.1	Principal Technic	5560	2016-12-05	2016-12-09	2016-12-05	REDACTED - PR	PhD Artificial Intelligence, MS Comp Sci, BS Comp Sci	Strong endorsement from hiring manager, Will Grannis
REDACTED - PR	urowe	Employee	8 FEMALE	19.1	Principal Technic	5560	2017-03-13	2017-03-17	2017-03-13	REDACTED - PR	MS Comp Sci, BS Comp Sci	Will Grannis "Enthusiastically endorsed" hire at L8
REDACTED - PR	stiekes	Employee	8 MALE	17.8	Principal Technic	5560	2017-01-23	2017-12-04	2017-01-23	REDACTED - PR	BS Electrical Computer Eng	Will Grannis endorsed hire at L8 despite concerns from 2 interviewers in hiring manager statement in packet
REDACTED - PR	sauco	Employee	8 MALE	17.5	Principal Technic	5560	2017-06-05	2017-06-07	2017-06-05	REDACTED - PR	N/A	Endorsement from Will Grannis at L8, received a "Leaning no Hire"
REDACTED - PR	hildebrand	Employee	8 MALE	18.4	Principal Technic	5560	2017-07-31	2017-12-04	2017-07-31	REDACTED - PR	PhD Comp Sci, BS Comp Sci	Received some mixed interview feedback; Will Grannis endorsed hire at L8 despite mixed feedback, and provided in-depth explanation of assessme
REDACTED - PR	mmarano	Employee	8 MALE	17.1	Principal Technic	5560	2017-08-14	2017-09-22	2017-08-14	REDACTED - PR	BS Comp Sci	Will Grannis endorsed hire at L8
REDACTED - PR	ronbodin	Employee	8 MALE	27	Principal Technic	5560	2017-10-23	2017-10-26	2017-10-23	REDACTED - PR	MS Comp Sci, BS Comp Sci and Math	Long Endorsement from hiring manager Scott Penberthy, though does not call out level
REDACTED - PR	massy	Employee	8 MALE	16.8	Principal Technic	5560	2017-11-13	2017-11-28	2017-11-13	REDACTED - PR	PhD Neuropsych, Post-Doc Comp Vision, MS Physics	Long Endorsement from hiring manager Scott Penberthy, though does not call out level
REDACTED - PR	eschenk	Employee	8 MALE	23.8	Principal Technic	5560	2017-12-04	2017-12-15	2017-12-04	REDACTED - PR	PhD Comp Sci, MS Comp Sci, BS Comp Sci	Will Grannis "Strongly endorsed" hire at L8
REDACTED - PR	iminton	Employee	8 MALE	20.7	Principal Technic	5560	2018-06-27	2018-09-04	2018-06-27	REDACTED - PR	2 MBAs (joint program), BS Comp Info Systems	Statement of Support from Hiring Manager Nicholas Harteau at L8
REDACTED - PR	mikerisie	Employee	8 MALE	28.7	Director, Technic	5566	2017-11-13	2017-11-13	2017-11-13	REDACTED - PR	MS-Information-Networking, BS-Applied-Math-and-Comp-Sci	In-Hardware, not-Cloud — EXCLUDE
REDACTED - PR	wgrannis		8 MALE	17	Google Cloud, P	6318	2015-03-30	2015-04-10	2015-03-30	REDACTED - PR	MBA, BS Operations Research	No packet in GHire?
REDACTED - PR	reslows		9 MALE	36.7	Director, Solution	5552	2018-07-16	2018-07-18	2018-07-16	REDACTED - PR	JD, BA Public Policy	Internal reference from Ruth Porat per the packet; Not hired into the same job family
REDACTED - PR	ewreneryurek		9 MALE	24.5	Distinguished Te	5578	2016-10-31	2017-05-06	2016-10-31	REDACTED - PR	PhD Nuclear Engineering, BS Physics	CTO for 6 Years at GE
REDACTED - PR	pstrong		9 MALE	33.1	Distinguished Te	5578	2017-01-09	2017-01-11	2017-01-09	REDACTED - PR	BS Physics	Will Grannis strongly recommended proceeding with hire at L9; emerging CTO at VMWare
REDACTED - PR	benjaminwilson		9 MALE	25.3	Distinguished Te	5578	2017-02-06	2017-02-10	2017-02-06	REDACTED - PR	MBA, BS Materials Management and Supply Chain	Will Grannis recommended Ben be hired at L9
REDACTED - PR	donalds		9 MALE	23	Distinguished Te	5578	2017-02-13	2017-02-28	2017-02-13	REDACTED - PR	2 courses short of MS in Communications and CIS	Will Grannis endorsed hire at L9; 2 "Lean Hires" that he addressed in endorsement
REDACTED - PR	nrm		9 MALE	18.9	Distinguished Te	5578	2017-05-15	2017-05-17	2017-05-15	REDACTED - PR	N/A	Endorsement from Brian Stevens at L9